Overcoming Conflict and Building High Performance Teams

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Context

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How do you create and sustain high performing teams?

- "To qualify as a team, members must rely on each other and share a common goal." (Millward, L.J. in press)

- In organisations "Performance is the primary objective while the team remains the means, not the end". (Katzenbach & Smith, 1993)
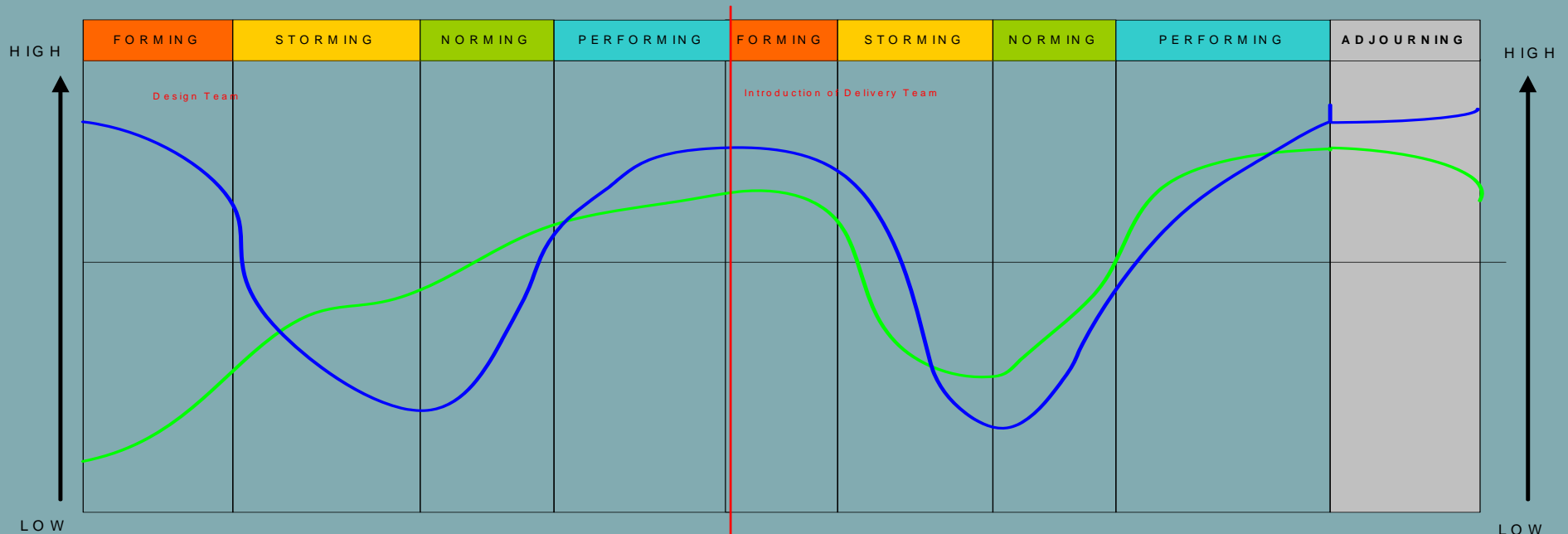
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Definitions

- High performance teams are commonly defined in terms of their specific abilities and skills, their commitment to challenging goals, and their high mutual trust.

- "High performance teams typically reflect strong extensions of the basic characteristics of teams: deeper sense of purpose, more ambitious performance goals, more complete approaches, fuller mutual accountability, interchangeable as well as complimentary skills." (Katzenbach & Smith, 1993)

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The Team Performance Curve
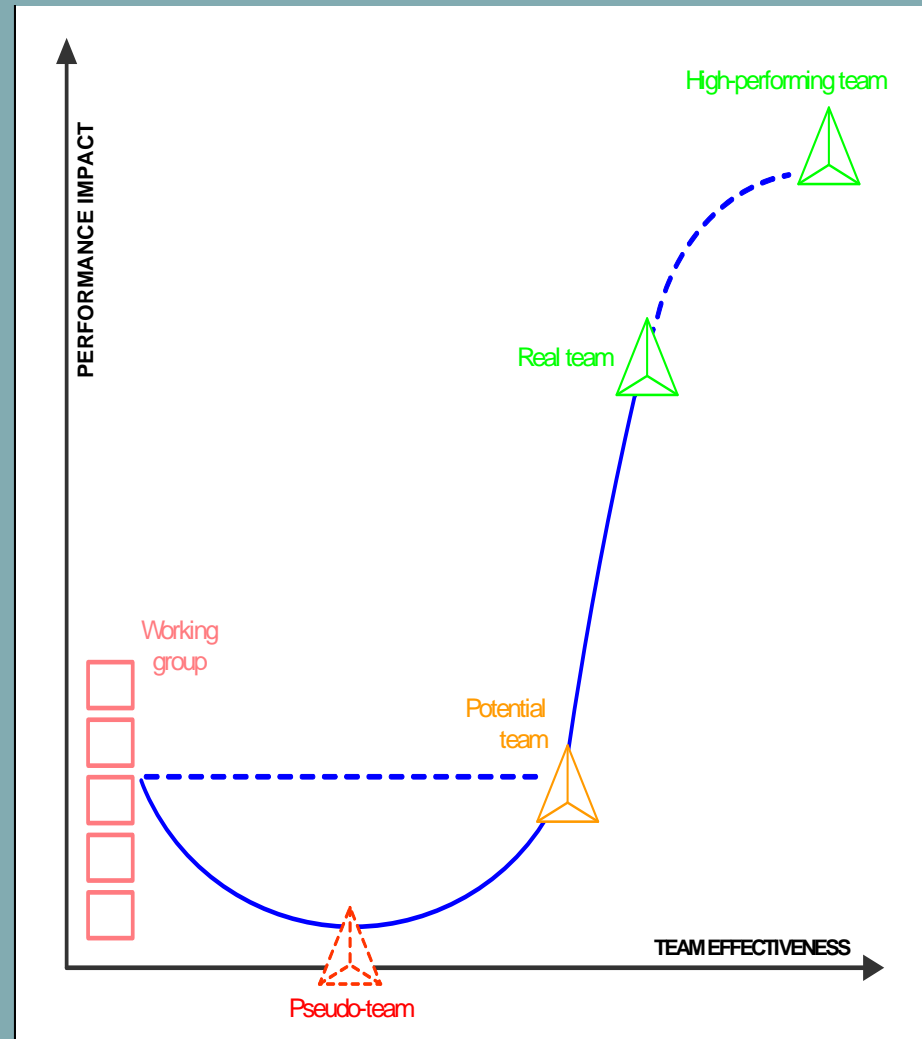
Katzenbach J R and Smith D K (1993) The Wisdom of Teams. Creating the High Performance Organizations. Harvard Business School Press

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Team Development Cycle

FORMING	STORMING	NORMING	PERFORMING	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING

HIGH

Design Team

Introduction of Delivery Team

HIGH

LOW

LOW

—— The blue line represents the morale of the team. —— The green line represents productivity.

Adapted from R.B. Lacoursiere, The Life Cycle of Groups: Group Development Stage Theory (New York: Human Service Press, 1980).

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Identity

- Social identity
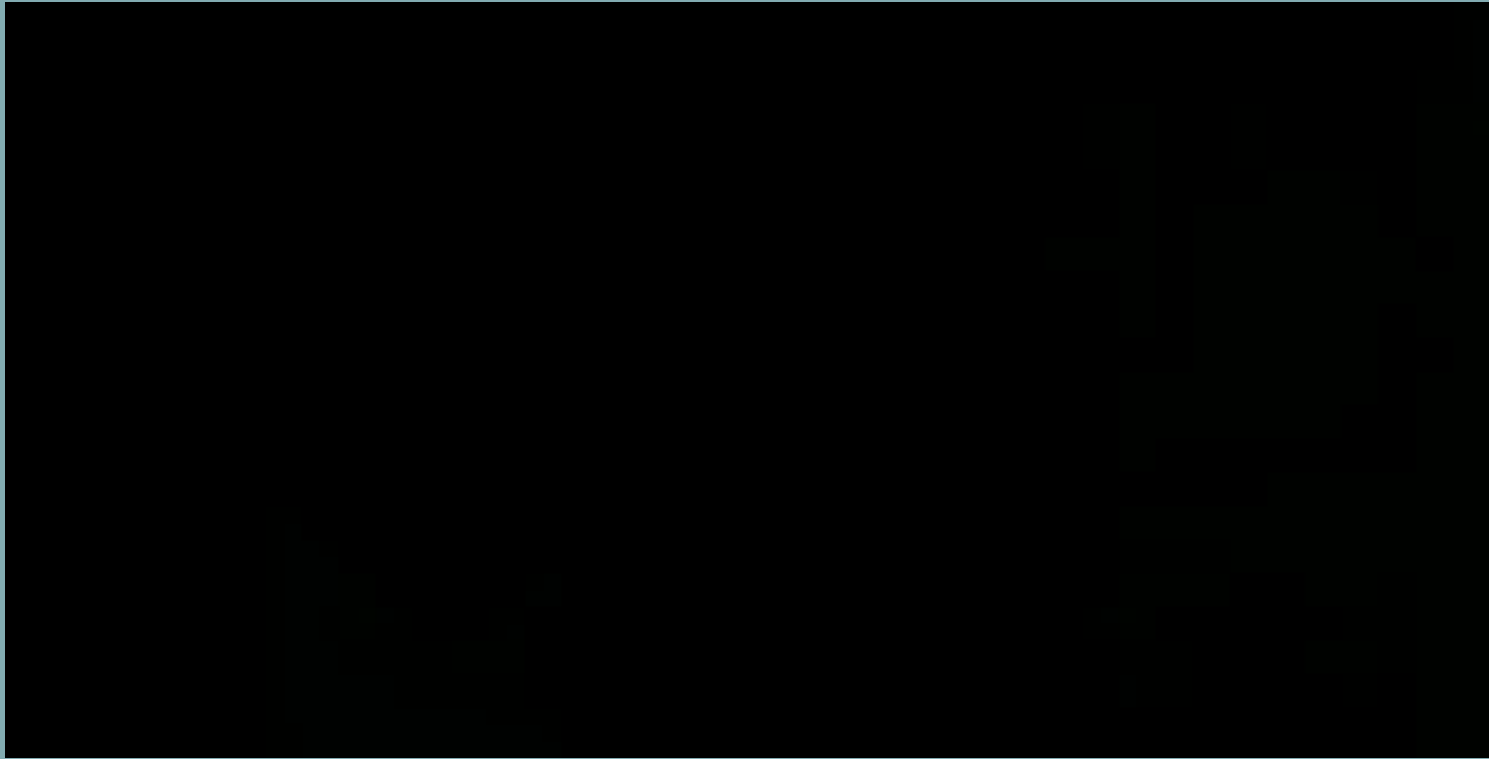
- Social identity within the organisational context

Conflict

- Extent of conflict in teams

- Difference between task and relationship conflict

- Trust as the key component
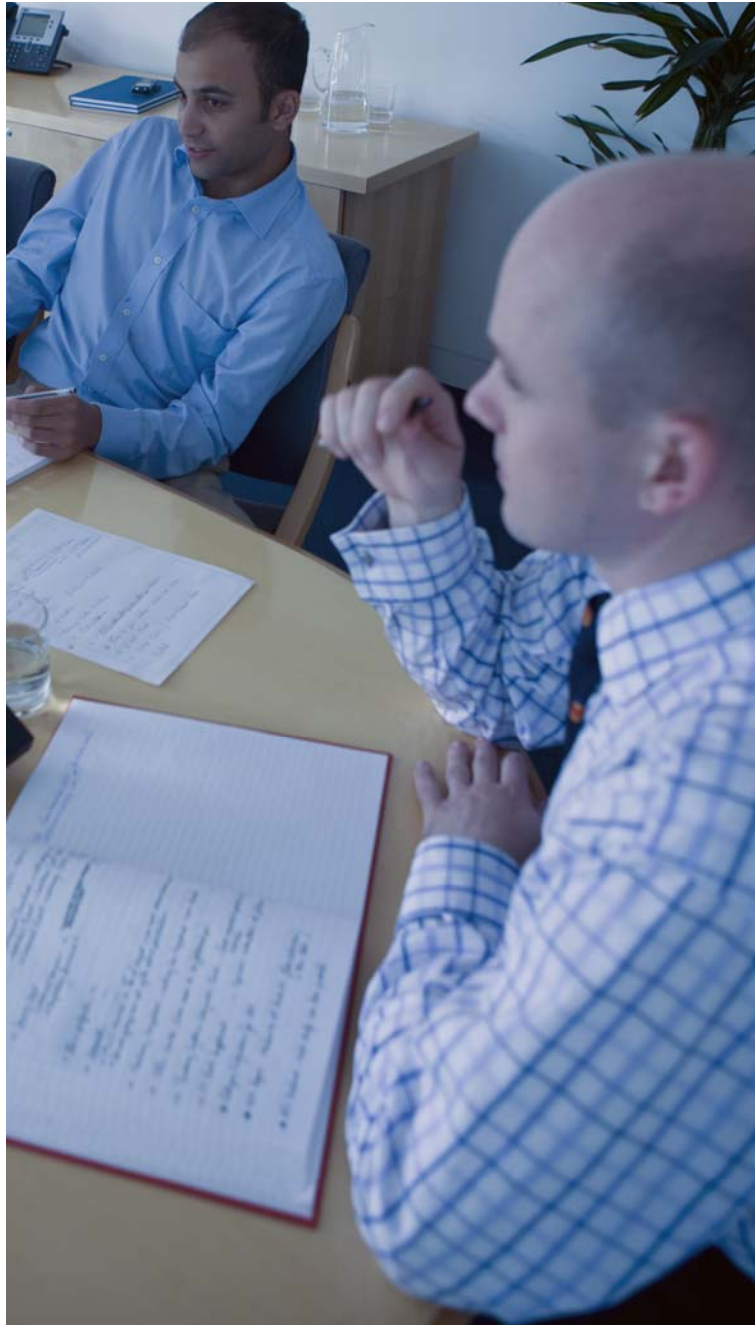
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Teams - A Perspective

Our Teams

Team 1

Team 2

Team 3

Team 4

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Analysis & Results

Performance

Conflict

Identity

Team cycle/stages

Characteristics

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Conclusions

Achieving High
  performance

                    Individual/team
                        performance

Organisational
  context/need

                    Characteristics of a high
                        performing team

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Application

- Increase awareness of the theory of teamwork

- Coach team leaders

- Guidance for the formation and development of teams

- Explain difference between task and relationship conflict

- Building blocks for team members

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Future exploration

- Research limitations

- Romance of teams "good or bad"

- Criticism of construction teams

- Performance – individual / team

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Thank you for listening

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